

**PGDP KEVIL DMC  
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Document Title: <i>See Attached</i>	Document Date: <i>2/29/00</i>
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Author/Organization: <i>L.D. Payne / ESH</i>	Facility/WAG/SWMU: <i>—</i>
Project Program/Title: <i>Corrective Actions</i>	Document Prep. Checklist Attached: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No Clearance Form: (when required) Attached: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Keywords/Identifiers/ "Buzz Words"	
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Submitted by: <i>L.A. Jody</i> Date: <i>3/11/00</i> Phone: <i>5108</i>	

\*Quality Assurance (QA) Record is a completed document that furnishes evidence of the quality of items and/or activities affecting quality.

**PORTION BELOW TO BE COMPLETED BY DMC STAFF**

Comments: _____ _____ _____	
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FG <i>Q</i> PJ/RS <i>00004</i> Item # <i>0292</i>	

Indexed by: *CB* Date: *3/15/00*

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RECORD COPY

Mr. J. Dale Jackson  
Acting Paducah Site Manager  
Department of Energy  
P. O. Box 1410  
Paducah, KY 42002-1410

Subject: Closure of Corrective Action 5A

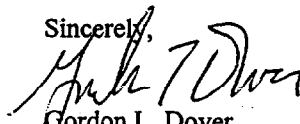
Dear Mr. Jackson:

Bechtel Jacobs Company LLC has developed roles and responsibilities for the Paducah Operable Unit Leads and the recently appointed Paducah Environmental ALARA Coordinator. The attached documents provide evidence of this activity which closes Corrective Action 5A-1 of the *Corrective Action Plan in Response to Phase I Independent Investigation of the Paducah Gaseous Diffusion Plant*. Please note that the four operable units are currently managed by two task leads with supervision being provided by a task manager.

In addition, yesterday I initiated the technical integration meetings between the current operable unit leads and the ALARA coordinator to ensure that data are integrated and interpreted across all environmental media. The attached meeting minutes are being submitted as evidence of this activity which closes Corrective Action 5A-2 of the *Corrective Action Plan in Response to Phase I Independent Investigation of the Paducah Gaseous Diffusion Plant*.

If you have any questions or require additional information, please contact Larry Payne of my staff at (270) 441-5040.

Sincerely,



Gordon L. Dover  
Paducah Manager of Projects

GLD:lj  
LTR-PAD/MP-AS-00-0022

- Attachments:
- 1) Roles and Responsibilities for the Task Lead (E&CS) for Burial Grounds, and Groundwater Operable Units and Primary STR for the Paducah Remedial Action Assessment Subcontract
  - 2) Roles and Responsibilities for the Task Lead (E&CS) for Surface Water and Soils Operable Units and STR for the Paducah Remedial Action Assessment and LASAGNA Subcontracts
  - 3) Roles and Responsibilities for the E&CS Task Manager for the Paducah Environmental Projects (including the four Operable Units) and the STR for the Paducah Environmental Services Subcontract
  - 4) Letter dated February 29, 2000 from Dennis Stevenson to Dale Jackson entitled *Appointment of Bechtel Jacobs Company LLC Environmental Radiological/ALARA Program Manager*
  - 5) Meeting Minutes – February 28, 2000 Paducah Environmental ALARA

c/att: P. F. Clay, OAK RIDGE  
C. S. Jones  
L. D. Payne  
D. A. Stevenson, OAK RIDGE  
M. A. Tagoe  
File-EMEF-DMC-PAD-RC

Q-00004-0292



**1.0 ORGANIZATION TITLE:** Task Lead (E&CS) for Burial Grounds, and Groundwater Operable Units and Primary STR for the Paducah Remedial Action Assessment Subcontract

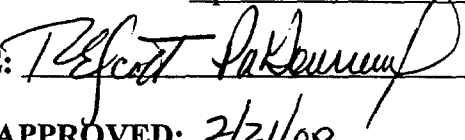
**ORGANIZATION CHARTER NO. (OCN):** Engineering and Construction Services

**DIVISION NUMBER:** 32 **DEPARTMENT NO:** 5426 **EAC:**

**INCUMBENT MANAGER:** Robert Pratt **BADGE NO.:** 31756

**MAILING ADDRESS:** Kevil **PLANT PHONE:** 441-5060

**REVIEWER'S NAME:**  **DATE PREPARED:** April 1998; revised February 2000  
02/21/00

**MANAGEMENT APPROVAL SIGNATURE:** 

**BADGE NO.:** 15042 **DATE APPROVED:** 2/21/00

## 2.0 MISSION STATEMENT

The mission of the Burial Grounds/Groundwater Operable Unit STR/Task Leader is to prioritize; execute, and integrate all activities within the scope of the Burial Grounds and Groundwater Operable Unit Environmental Projects at the Paducah site. The scope of the Burial Grounds and Groundwater Subprojects includes providing documentation and implementing remediation of the Paducah site (excludes surveillance and maintenance activities which occur post-remediation) burial grounds and groundwater. Included within this scope of work will be an integration of routine data during Operable Unit Investigations with consideration of ALARA. This mission will be performed in a safe, compliance, high-quality fashion to meet DOE and stake holder expectations.

## 3.0 ROLES

Plan, prioritize, execute, integrate and provide technical oversight of activities within scope of the Paducah Environmental Projects Burial Grounds and Groundwater Operable Units in a high quality, safe, and compliant manner.

Lead project teams for the Burial Grounds and Groundwater Operable Units.

Interface with DOE for the Burial Grounds and Groundwater Operable Units.

Implement ES&H programs and requirements for the Burial Grounds and Groundwater Operable Units.

Integrate routine data with Operable Unit Characterization data to be included within each Calendar Year's Annual Site Environmental Report, based upon the previous years' Operable Unit Investigations.

#### 4. RESPONSIBILITIES

Embrace and implement the principles of the Integrated Safety Management (ISMS) Program.

Exercise stopwork authority as necessary to protect the health and safety of workers and/or public, as well as the environment.

Fullfill all duties defined in the ISMS supplement document for STRs.

Provide task management for the Burial Grounds and Groundwater Operable Units, including planning and implementation of subproject scope based on agreed upon enforceable commitments in the FFA and HSWA permit, method of accomplishment, authorizing estimate, roles and responsibilities of team members and key project milestones and deliverables.

Implement applicable Bechtel Jacobs Company rules, policies and processes.

Ensure all subproject-level plans incorporate the ISMS philosophy and appropriate regulatory requirements.

Plan and implement and manage project baselines (FYBs and LCBs).

Maintain change control of the project baseline and initiate changes to the baseline in a timely manner.

Ensure that all technical requirements, including applicable procedures, regarding implementation of the Burial Grounds and Groundwater Operable Unit are followed.

Safely execute/implement Paducah Burial Grounds and Groundwater Operable Unit tasks on schedule, within budget, within scope, and with high quality performance while meeting all regulatory requirements.

Report subproject cost, schedule, and performance metrics.

Ensure that the Environmental ALARA Coordinator is involved with each Operable Unit Investigation and routine and characterization data is integrated. Consideration of routine data will be ongoing as Operable Unit Investigations are implemented.

Act as the primary contact with DOE for the Burial Grounds and Groundwater Operable Units to ensure effective communication and DOE satisfaction.

Act as the Subcontract Technical Representative for the Remedial Assessment Subcontract. Duties include:

##### Subcontract Formation

Prepare and distribute a pre-bid meeting agenda.

Lead the site walkdown, if required.

Ensure development of project's preliminary estimate and schedule.

## Execution

- Read and understand the contents of the subcontract documents (RTFC).
- Prepare kick-off meeting agenda and conduct kick-off meeting.
- Ensure all required submittals are completed and approved.
- Ensure that all technical requirements of the Subcontracts are followed.
- Notify Procurement to issue "Notice to Proceed."
- Coordinate and approve subcontractor mobilization.
- Monitor Subcontractor's work with subcontract requirements.
- Perform required daily inspections.
- Input "Daily Reports" and quantities into "SMART QV Database."
- Monitor Subcontractor daily cost accruals and schedule compliance.
- Conduct progress review and coordination meetings.
- Verify and approve Subcontractor invoices.
- Prepare and issue Change Notices.
- Coordinate subcontract amendment preparation with Procurement.
- Ensure information entered into Project Documentation Control Center (PDCC).
- Perform continuous claims management defense.

## Closeout

- Perform final inspection and develop final punchlist.
- Issue "Acceptance Certification" either Final or Partial.
- Complete the Subcontractor performance evaluation.
- Develop lessons learned.
- Ensure final documents are entered into Procurement.

## 5. ORGANIZATION

The Burial Grounds and Groundwater STR/Task Lead reports functionally to the Paducah Engineering and Construction Services Environmental Projects Task Manager and is matrixed to the Paducah Environmental Project Manager.

## 6. RELATIONSHIPS

### INTERNAL

ORGANIZATION: Project Controls (PC)

NATURE OF RELATIONSHIP: PC tracks and analyzes projects using data and information from the accounting system, the timekeeping system, and the work performance systems. PC will monitor the subproject baselines; roll the subproject baseline information to the project level, and provide information to the Paducah STR/Task Lead. Financial reports will be produced by PC for the STR/Task Lead. These include forecasts of project spending, cost to date and performance reports, EU cost estimate, monthly status reports for DOE, and others as defined.

**ORGANIZATION:** Procurement

**NATURE OF RELATIONSHIP:** Procurement supports implementation of the Remedial Action Assessment Subcontract. The STR/Task Lead will work with the procurement representative regarding the RAA Subcontract.

**ORGANIZATION:** General Counsel

**NATURE OF RELATIONSHIP:** General Counsel will review all documents prepared by the Paducah Environmental Projects requiring regulatory certification and will provide legal advice to the STR/Task Lead to support project execution, when requested.

**ORGANIZATION:** Environmental, Health, and Safety (ESH)

**NATURE OF RELATIONSHIP:** The ESH organization serves as the source of expertise on ESH issues during project executions. Appropriate ESH resources are matrixed to the project to assist in defining ESH standards during project implementation, assist in development of ESH plans, and support monitoring of ESH performance of subcontractors. The Environmental ALARA Coordinator will review all Operable Unit Investigation documents and will ensure integration of existing and planned routine and Operable Unit Characterization data.

**ORGANIZATION:** Strategy and Regulatory Analysis (SRA)

**NATURE OF RELATIONSHIP:** SRA serves in a support role to communicate customer and program objectives to the project team during detailed project planning, to ensure that project scope, schedule, and budget meets strategic and regulatory objectives. SRA is responsible for ensuring consistency with the overall cleanup strategy and to ensure compliance with the regulatory requirements (primarily the FFA).

**ORGANIZATION:** Public Affairs

**NATURE OF RELATIONSHIP:** Public Affairs supports the Paducah Burial Grounds and Groundwater Operable Units in communications and interactions with the public, including the Site Specific Advisory Board. Public Affairs coordinates and provides logistics support in communications and interactions with these external stakeholders.

**ORGANIZATION:** Performance/Quality Assurance

**NATURE OF RELATIONSHIP:** The Performance/Quality Assurance organization provides resources during development of project scopes to ensure adequate quality requirements are incorporated into projects. Additionally, surveillances or audits performed by the Performance/Quality Assurance organization may be implemented to ensure requirements identified in project scoping phases are met during project implementation phase.

ORGANIZATION: Engineering and Construction Services

NATURE OF RELATIONSHIP: Engineering and Construction Services provides services regarding oversight of subcontracts; technical oversight; waste storage, treatment, and disposal activities for wastes generated during the execution of projects; provides Title I and II planning and constructability; and provides general maintenance coordination.

ORGANIZATION: Oak Ridge Functional Organizations

NATURE OF RELATIONSHIP: The Oak Ridge functional organizations lead the establishment of policies and procedures for forming, executing, closing out projects.

## EXTERNAL

ORGANIZATION: DOE

NATURE OF RELATIONSHIP: DOE is the ultimate customer for all activities. DOE is responsible for addressing environmental concerns and waste disposal at the PGDP and has established the EMEF program for that purpose. DOE establishes program guidelines and provides funding for project implementation. The Paducah Environmental STR/Task Lead interfaces with DOE on a subproject level as necessary to support DOE.

ORGANIZATION: Environmental Protection Agency (EPA)

NATURE OF RELATIONSHIP: EPA is the federal regulatory customer of DOE and Bechtel Jacobs Company. The results of all activities of the Paducah Burial Grounds and Groundwater Operable Units, including Remedial Investigation Work Plans, Remedial Investigation Reports, Progress Reports, Feasibility Studies, Proposed Plans, Remedial Design Reports, Remedial Action Work Plans, and Remedial Action Reports are reviewed and approved by EPA.

ORGANIZATION: Kentucky Department for Environmental Protection (KDEP)

NATURE OF RELATIONSHIP: The Commonwealth of Kentucky is the state regulatory customer of DOE and Bechtel Jacobs Company. The results of all activities of the Paducah Burial Grounds and Groundwater Operable Units, including Remedial Investigation Work Plans, Remedial Investigation Reports, Progress Reports, Feasibility Studies, Proposed Plans, Remedial Design Reports, Remedial Action Work Plans, Remedial Action Reports, Removal Actions, Land Use Planning, and Treatability Studies are reviewed and approved by KDEP.

ORGANIZATION: Site Specific Advisory Board (SSAB)

NATURE OF RELATIONSHIP: The SSAB is an independent board consisting of a cross-section of local citizens interested in EMEF activities at the Paducah Plant. The STR/Task Lead will support DOE in communications with the SSAB regarding projects. Feedback from the SSAB regarding these plans and ongoing activities will be considered and utilized as appropriate in developing future scope of work.

ORGANIZATION: Subcontractors

NATURE OF RELATIONSHIP: The Remedial Action Assessment Subcontractors to the Bechtel Jacobs Company will provide support for implementing the Burial Grounds and Groundwater subproject activities in accordance with defined statement of work, request for off-site services, work authorizations, etc.

ORGANIZATION: West Kentucky Wildlife Management Area (WKWMA) Manager

NATURE OF RELATIONSHIP: The WKWMA Manager is a major stakeholder for the Paducah Project. The WKWMA is a large tract of land immediately surrounding the Paducah Plant, including some property owned by DOE, which is managed as a wildlife habitat. The WKWMA is heavily used for recreation by members of the public. The STR/Task Lead will provide interface and communications with the WKWMA Manager or his designee about upcoming activities on the Burial Grounds or Groundwater Subprojects.



**Paducah**  
**Manager of Projects**

G. L. Dover

**Environmental**  
**Project Manager**

P. A. Gourieux

**E&CS Environmental Projects**  
**Task Manager**

C. S. Jones

**E&CS Burial Grounds/Groundwater STR/Task Lead**

R. A. Pratt

**Secretary**

D. L. Morehead

**SMO**

J. L. White

**General Council**

P. W. Willison

**ESH**

L. D. Payne  
D. R. Guminski  
S. E. Meiners  
ALARA Coordinator  
**Data Management**

L. S. Crabtree

**RAA Subcontractor**

B. E. Phillips (SAIC)

**SRA**

J. W. Morgan

**QA**

D. L. Chumbler

**PDCC**

L. Forbus

**PA**

G. N. Cook

**Project Controls**

L. D. Glover  
D. M. Ulrich  
R. Nalley

**Procurement**

B. J. Montgomery

**1.0 ORGANIZATION TITLE:** Task Lead (E&CS) for Surface Water and Soils Operable Units and STR for the Paducah Remedial Action Assessment and LASAGNA Subcontracts

**ORGANIZATION CHARTER NO. (OCN):** Engineering and Construction Services

**DIVISION NUMBER:** 32 **DEPARTMENT NO:** 5426 **EAC:**

**INCUMBENT MANAGER:** Chris Marshall **BADGE NO.:** 31756

**MAILING ADDRESS:** Kevil **PLANT PHONE:** 441-5060

**REVIEWER'S NAME:**  **DATE PREPARED:** April 1998; revised February 2000  
02/21/00

**MANAGEMENT APPROVAL SIGNATURE:** 

**BADGE NO.:** 15042 **DATE APPROVED:** 2/21/00

## 2.0 MISSION STATEMENT

The mission of the Surface Water/Soils Operable Unit STR/Task Leader is to prioritize, execute, and integrate all activities within the scope of the Surface Water/Soils Operable Unit Environmental Projects at the Paducah site. The scope of the Surface Water/Soils Operable Unit Subprojects includes providing documentation and implementing remediation of the Paducah site (excludes surveillance and maintenance activities which occur post-remediation) surface waters and soils. Included within this scope of work will be an integration of routine data during Operable Unit Investigations with consideration of ALARA. This mission will be performed in a safe, compliance, high-quality fashion to meet DOE and stake holder expectations.

## 3.0 ROLES

Plan, prioritize, execute, integrate, and provide technical oversight for activities within scope of the Paducah Environmental Projects Surface Water/Soils Operable Units and Lasagna in a high quality, safe, and compliant manner.

Lead project teams for the Surface Water/Soils Operable Units and Lasagna.

Interface with DOE for the Surface Water/Soils Operable Units and Lasagna.

Implement ES&H programs and requirements for the Surface Water/Soils Operable Units and Lasagna.

Integrate routine data with Operable Unit Characterization data to be included within each Calendar Year's Annual Site Environmental Report, based upon the previous years' Operable Unit Investigations.

#### **4.0 RESPONSIBILITIES**

Embrace and implement the principles of the Integrated Safety Management (ISMS) Program.

Exercise stopwork authority as necessary to protect the health and safety of workers and/or public, as well as the environment.

Fullfill all duties defined in the ISMS supplement document for STRs.

Provide task management for the Surface Water/Soils Operable Units and Lasagna, including planning and implementation of subproject scope based on agreed upon enforceable commitments in the FFA and HSWA permit, method of accomplishment, authorizing estimate, roles and responsibilities of team members and key project milestones and deliverables.

Implement applicable Bechtel Jacobs Company rules, policies and processes.

Ensure all subproject-level plans incorporate the ISMS philosophy and appropriate regulatory requirements.

Plan, implement, and manage project baselines (FYBs and LCBs).

Maintain change control of the project baseline and initiate changes to the baseline in a timely manner.

Ensure that all technical requirements, including applicable procedures, regarding implementation of the Surface Water and Soils Operable Units and Lasagna are followed.

Safely execute/implement Paducah Surface Water, Soils Operable Unit and Lasagna tasks on schedule, within budget, within scope, and with high quality performance while meeting all regulatory requirements.

Report subproject cost, schedule, and performance metrics.

Ensure that the Environmental ALARA Coordinator is involved with each Operable Unit Investigation and routine and characterization data is integrated. Consideration of routine data will be ongoing as Operable Unit Investigations are implemented.

Act as the primary contact with DOE for the Surface Water/Soils Operable Units and Lasagna to ensure effective communication and DOE satisfaction.

Act as the Subcontract Technical Representative for the LASAGNA contract and as secondary STR for the Remedial Assessment Subcontract. Duties include:

Subcontract Formation

Prepare and distribute a pre-bid meeting agenda.

Lead the site walkdown, if required.

Ensure development of project's preliminary estimate and schedule.

#### Execution

- Read and understand the contents of the subcontract documents (RTFC).
- Prepare kick-off meeting agenda and conduct kick-off meeting.
- Ensure all required submittals are completed and approved.
- Ensure that all technical requirements of the Lasagna Subcontract are met.
- Notify Procurement to issue "Notice to Proceed."
- Coordinate and approve subcontractor mobilization.
- Monitor Subcontractor's work with subcontract requirements.
- Perform required daily inspections.
- Input "Daily Reports" and quantities into "SMART QV Database."
- Monitor Subcontractor daily cost accruals and schedule compliance.
- Conduct progress review and coordination meetings.
- Verify and approve Subcontractor invoices.
- Prepare and issue Change Notices.
- Coordinate subcontract amendment preparation with Procurement.
- Ensure information entered into Project Documentation Control Center (PDCC).
- Perform continuous claims management defense.

#### Closeout

- Perform final inspection and develop final punchlist.
- Issue "Acceptance Certification" either Final or Partial.
- Complete the Subcontractor performance evaluation.
- Develop lessons learned.
- Ensure final documents are entered into Procurement.

## 5. ORGANIZATION

The Paducah Surface Water/Soil Operable Unit STR/Task Lead reports functionally to the Paducah Engineering and Construction Services Environmental Projects Task Manager and is matrixed to the Paducah Environmental Project Manager.

## 6. RELATIONSHIPS

### INTERNAL

ORGANIZATION: Project Controls (PC)

NATURE OF RELATIONSHIP: PC tracks and analyzes projects using data and information from the accounting system, the timekeeping system, and the work performance systems. PC will monitor the subproject baselines, roll the subproject baseline information to the project level, and provide information to the Paducah STR/Task Lead. Financial reports will be produced by PC for the STR/Task Lead. These include forecasts of project spending, cost to date and performance reports, EU cost estimate, monthly status reports for DOE, and others as defined.

**ORGANIZATION:** Procurement

**NATURE OF RELATIONSHIP:** Procurement supports implementation of the LASAGNA and Remedial Action Assessment Subcontracts. The STR/Task Lead will work with the procurement representative regarding the RAA Subcontract.

**ORGANIZATION:** General Counsel

**NATURE OF RELATIONSHIP:** General Counsel will review all documents prepared by the Paducah Environmental Projects requiring regulatory certification and will provide legal advice to the STR/Task Lead to support project execution, when requested.

**ORGANIZATION:** Environmental, Health, and Safety (ESH)

**NATURE OF RELATIONSHIP:** The ESH organization serves as the source of expertise on ESH issues during project executions. Appropriate ESH resources are matrixed to the project to assist in defining ESH standards during project implementation, assist in development of ESH plans, and support monitoring of ESH performance of subcontractors. The Environmental ALARA Coordinator will review all Operable Unit Investigation documents and will ensure integration of existing and planned routine and Operable Unit Characterization data.

**ORGANIZATION:** Strategy and Regulatory Analysis (SRA)

**NATURE OF RELATIONSHIP:** SRA serves in a support role to communicate customer and program objectives to the project team during detailed project planning, to ensure that project scope, schedule, and budget meets strategic and regulatory objectives. SRA is responsible for ensuring consistency with the overall cleanup strategy and to ensure compliance with the regulatory requirements (primarily the FFA).

**ORGANIZATION:** Public Affairs

**NATURE OF RELATIONSHIP:** Public Affairs supports the Paducah Burial Grounds and Groundwater Operable Units in communications and interactions with the public, including the Site Specific Advisory Board. Public Affairs coordinates and provides logistics support in communications and interactions with these external stakeholders.

**ORGANIZATION:** Performance/Quality Assurance

**NATURE OF RELATIONSHIP:** The Performance/Quality Assurance organization provides resources during development of project scopes to ensure adequate quality requirements are incorporated into projects. Additionally, surveillances or audits performed by the Performance/Quality Assurance organization may be implemented to ensure requirements identified in project scoping phases are met during project implementation phase.

**ORGANIZATION:** Engineering and Construction Services

**NATURE OF RELATIONSHIP:** Engineering and Construction Services provides services regarding oversight of subcontracts; technical oversight; waste storage, treatment, and disposal activities for wastes generated during the execution of projects; provides Title I and II planning and constructability; and provides general maintenance coordination.

**ORGANIZATION:** Oak Ridge Functional Organizations

**NATURE OF RELATIONSHIP:** The Oak Ridge functional organizations lead the establishment of policies and procedures for forming, executing, closing out projects.

## **EXTERNAL**

**ORGANIZATION:** DOE

**NATURE OF RELATIONSHIP:** DOE is the ultimate customer for all activities. DOE is responsible for addressing environmental concerns and waste disposal at the PGDP and has established the EMEF program for that purpose. DOE establishes program guidelines and provides funding for project implementation. The Paducah Environmental STR/Task Lead interfaces with DOE on a subproject level as necessary to support DOE.

**ORGANIZATION:** Environmental Protection Agency (EPA)

**NATURE OF RELATIONSHIP:** EPA is the federal regulatory customer of DOE and Bechtel Jacobs Company. The results of all activities of the Paducah Surface Water/Soils Operable Units, including Remedial Investigation Work Plans, Remedial Investigation Reports, Progress Reports, Feasibility Studies, Proposed Plans, Remedial Design Reports, Remedial Action Work Plans, and Remedial Action Reports are reviewed and approved by EPA.

**ORGANIZATION:** Kentucky Department for Environmental Protection (KDEP)

**NATURE OF RELATIONSHIP:** The Commonwealth of Kentucky is the state regulatory customer of DOE and Bechtel Jacobs Company. The results of all activities of the Paducah Burial Grounds and Groundwater Operable Units, including Remedial Investigation Work Plans, Remedial Investigation Reports, Progress Reports, Feasibility Studies, Proposed Plans, Remedial Design Reports, Remedial Action Work Plans, Remedial Action Reports, Removal Actions, Land Use Planning, and Treatability Studies are reviewed and approved by KDEP.

ORGANIZATION: Site Specific Advisory Board (SSAB)

NATURE OF RELATIONSHIP: The SSAB is an independent board consisting of a cross-section of local citizens interested in EMEF activities at the Paducah Plant. The STR/Task Lead will support DOE in communications with the SSAB regarding projects. Feedback from the SSAB regarding these plans and ongoing activities will be considered and utilized as appropriate in developing future scope of work.

ORGANIZATION: Subcontractors

NATURE OF RELATIONSHIP: The LASAGNA Subcontractors to the Bechtel Jacobs Company will provide support for implementing the LASAGNA project in accordance with the defined statement of work, request for off-site services, work authorizations, etc. The Remedial Action Assessment Subcontractors to the Bechtel Jacobs Company will provide support for implementing the Surface Water/Soils subproject activities in accordance with defined statement of work, request for off-site services, work authorizations, etc.

ORGANIZATION: West Kentucky Wildlife Management Area (WKWMA) Manager

NATURE OF RELATIONSHIP: The WKWMA Manager is a major stakeholder for the Paducah Project. The WKWMA is a large tract of land immediately surrounding the Paducah Plant, including some property owned by DOE, which is managed as a wildlife habitat. The WKWMA is heavily used for recreation by members of the public. The STR/Task Lead will provide interface and communications with the WKWMA Manager or his designee about upcoming activities on the Surface Water/Soils Subprojects.

**Paducah  
Manager of Projects**

G. L. Dover

**Environmental  
Project Manager**

P. A. Gourieux

**E&CS Environmental Projects  
Task Manager**

C. S. Jones

**E&CS Surface Water/Soils STR/Task Lead**

C. J. Marshall

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<b><u>Secretary</u></b>	<b><u>ESH</u></b>	<b><u>SRA</u></b>	<b><u>PDCC</u></b>	<b><u>Project Controls</u></b>
D. L. Morehead	L. D. Payne D. R. Guminski S. E. Meiners ALARA Coordinator	J. W. Morgan	L. Forbus	L. D. Glover D. M. Ulrich R. Nalley
<b><u>SMO</u></b>	<b><u>Data Management</u></b>	<b><u>QA</u></b>	<b><u>PA</u></b>	<b><u>Procurement</u></b>
J. L. White	L. S. Crabtree	D. L. Chumbler	G. N. Cook	B. J. Montgomery
<b><u>General Council</u></b>	<b><u>RAA Subcontractor</u></b>	<b><u>LASAGNA Subcontractor</u></b>		
P. W. Willison	B. E. Phillips (SAIC)	J. Tarantino (CDM)		



**1.0 ORGANIZATION TITLE:** E&CS Task Manager for the Paducah Environmental Projects  
(including the four Operable Units) and the STR for the Paducah Environmental Services Subcontract

**ORGANIZATION CHARTER NO. (OCN):** Engineering and Construction Services

**DIVISION NUMBER:** 32 **DEPARTMENT NO:** 5425 **EAC:**

**INCUMBENT MANAGER:** Craig Jones **BADGE NO.:** 35439

**MAILING ADDRESS:** Kevil **PLANT PHONE:** 441-5114

**REVIEWER'S NAME:** RE Scott **DATE PREPARED:** April 1998; revised February 2000

**MANAGEMENT APPROVAL SIGNATURE:** RE Scott Paducah

**BADGE NO.:** 15042 **DATE APPROVED:** 2/21/00

## 2.0 MISSION STATEMENT

The mission of the E&CS Task Manager for the Paducah Environmental Projects and STR for the Paducah Environmental Services Subcontract is to ensure that the scope of work for each Environmental Project including the four Operable Units and Environmental Services is implemented safely and within the schedule, budget and technical requirements. The scope of the Environmental Subprojects include providing documentation and implementing remediation of the Paducah site (excludes surveillance and maintenance activities which occur post-remediation) Burial Grounds, Groundwater, Surface Water and Soils Operable Units and managing all work associated with meeting regulatory requirements as noted in the Environmental Services Subproject. Coordination between the Environmental ALARA and the Task Leads for the Operable Units and the ESS Team will be implemented to ensure integration of routine and Operable Unit Investigations. This mission will be performed in a safe, compliance, high-quality fashion to meet DOE and stake holder expectations.

## 3.0 ROLES

Plan, prioritize, execute, integrate, and provide technical oversight for activities within scope of the Paducah Environmental Projects Operable Units and Environmental Services Subproject.

Lead project teams, direct activities of personnel and project subcontractors for the Paducah Environmental Projects and Environmental Services Subproject.

Interface with DOE for the Paducah Operable Units and Environmental Services Subproject.

Implement ES&H programs and requirements for the Paducah Operable Units and Environmental Services Subproject and ensure integration of data with input from the Environmental ALARA Coordinator.

#### **4.0 RESPONSIBILITIES**

Embrace and implement the principles of the Integrated Safety Management (ISMS) Program.

Exercise stopwork authority as necessary to protect the health and safety of workers and/or public, as well as the environment.

Fulfill all duties defined in the ISMS supplement document for Subcontractor Technical Representatives.

Provide task management for the Paducah Environmental Services Subcontract and assigned tasks associated with the meeting regulatory deliverables, including implementation of subproject scope based on agreed upon enforceable commitments in the FFA and HSWA permit, and Solid Waste Landfill Permits. Determine method of accomplishment, authorizing estimate, roles and responsibilities of team members and key project milestones and deliverables. Also ensure that all Paducah Environmental Project Operable Unit tasks are implemented on schedule, budget and within technical requirements.

Implement applicable Bechtel Jacobs Company rules, policies and processes.

Ensure all subproject-level plans incorporate the ISMS philosophy and appropriate regulatory requirements.

Plan, implement, and manage project baselines (FYB and LCB).

Ensure that all STR and technical requirements regarding implementation of the Operable Units and Environmental Services Subproject are followed.

Safely execute and implement Paducah Operable Unit and Environmental Services tasks on schedule, within budget, within scope, and with high quality performance while meeting all regulatory requirements.

Report subproject cost, schedule, and performance metrics.

Ensure that the routine and Operable Unit characterization data is integrated within planning documents for the Remedial Investigations and is included within the Annual Site Environmental Report.

Act as the Subcontract Technical Representative for the Paducah Environmental Services Subcontract Duties include:

##### **Subcontract Formation**

Prepare and distribute a pre-bid meeting agenda.

Lead the site walkdown, if required.

Ensure development of project's preliminary estimate and schedule.

## Execution

- Read and understand the contents of the subcontract documents (RTFC).
- Prepare kick-off meeting agenda and conduct kick-off meeting.
- Ensure all required submittals are completed and approved.
- Ensure that all technical requirements of the contract are met.
- Notify Procurement to issue "Notice to Proceed."
- Coordinate and approve subcontractor mobilization.
- Monitor Subcontractor's work with subcontract requirements.
- Perform required daily inspections.
- Input "Daily Reports" and quantities into "SMART QV Database."
- Monitor Subcontractor daily cost accruals and schedule compliance.
- Conduct progress review and coordination meetings.
- Verify and approve Subcontractor invoices.
- Prepare and issue Change Notices.
- Coordinate subcontract amendment preparation with Procurement.
- Ensure information entered into Project Documentation Control Center (PDCC).
- Perform continuous claims management defense.

## Closeout

- Perform final inspection and develop final punchlist.
- Issue "Acceptance Certification" either Final or Partial.
- Complete the Subcontractor performance evaluation.
- Develop lessons learned.
- Ensure final documents are entered into Procurement.

## 5. ORGANIZATION

The Paducah Environmental Projects Task Manager and ESS STR/ reports functionally to the Paducah Engineering and Construction Services Project Engineer and is matrixed to the Paducah Environmental Project Manager.

## 6. RELATIONSHIPS

### INTERNAL

ORGANIZATION: Project Controls (PC)

NATURE OF RELATIONSHIP: PC tracks and analyzes projects using data and information from the accounting system, the timekeeping system, and the work performance systems. PC will monitor the subproject baselines, roll the subproject baseline information to the project level, and provide information to the Paducah STR/Task Manager. Financial reports will be produced by PC for the STR/Task Manager. These include forecasts of project spending, cost to date and performance reports, EU cost estimate, monthly status reports for DOE, and others as defined.

ORGANIZATION: Procurement

**NATURE OF RELATIONSHIP:** Procurement supports implementation of the Paducah Environmental Services Subcontract. The STR/Task Manager will work with the procurement representative regarding the ES Subcontract.

**ORGANIZATION:** General Counsel

**NATURE OF RELATIONSHIP:** General Counsel will review all documents prepared by the Paducah Environmental Projects requiring regulatory certification and will provide legal advice to the STR/Task Manager to support project execution, when requested.

**ORGANIZATION:** Environmental, Health, and Safety (ESH)

**NATURE OF RELATIONSHIP:** The ESH organization serves as the source of expertise on ESH issues during project execution and closeout (feedback, lesson learned, etc). Appropriate ESH resources are matrixed to the project to assist in defining ESH standards during project implementation, assist in development of ESH plans, and support monitoring of ESH performance of subcontractors. The Environmental ALARA Coordinator will review all Operable Unit Investigation documents and the Annual Site Environmental Report and will ensure integration of data.

**ORGANIZATION:** Strategy and Regulatory Analysis (SRA)

**NATURE OF RELATIONSHIP:** SRA serves in a support role to communicate customer and program objectives to the project team during detailed project planning, to ensure that project scope, schedule, and budget meets strategic and regulatory objectives. SRA is responsible for ensuring consistency with the overall cleanup strategy and to ensure compliance with the regulatory requirements (primarily the FFA).

**ORGANIZATION:** Public Affairs

**NATURE OF RELATIONSHIP:** Public Affairs supports the Paducah Operable Units and Environmental Services in communications and interactions with the public, including the Site Specific Advisory Board. Public Affairs coordinates and provides logistics support in communications and interactions with these external stakeholders.

**ORGANIZATION:** Performance/Quality Assurance

**NATURE OF RELATIONSHIP:** The Performance/Quality Assurance organization provides resources during development of project scopes to ensure adequate quality requirements are incorporated into projects. Additionally, surveillances or audits performed by the Performance/Quality Assurance organization may be implemented to ensure requirements identified in project scoping phases are met during project implementation phase.

ORGANIZATION: Engineering and Construction Services

NATURE OF RELATIONSHIP: Engineering and Construction Services provides services regarding oversight of subcontracts; technical oversight; waste storage, treatment, and disposal activities for wastes generated during the execution of projects; provides Title I and II planning and constructability; and provides general maintenance coordination.

ORGANIZATION: Oak Ridge Functional Organizations

NATURE OF RELATIONSHIP: The Oak Ridge functional organizations lead the establishment of policies and procedures for forming, executing and closing out projects.

## EXTERNAL

ORGANIZATION: DOE

NATURE OF RELATIONSHIP: DOE is the ultimate customer for all activities. DOE is responsible for addressing environmental concerns and waste disposal at the PGDP and has established the EMEF program for that purpose. DOE establishes program guidelines and provides funding for project implementation. The Paducah Environmental Task Manager and STR interfaces with DOE on a subproject level as necessary to support DOE.

ORGANIZATION: Environmental Protection Agency (EPA)

NATURE OF RELATIONSHIP: EPA is the federal regulatory customer of DOE and Bechtel Jacobs Company. The results of all activities of the Paducah Operable Units and Environmental Services Subprojects, including Remedial Investigation Work Plans, Remedial Investigation Reports, Progress Reports, Feasibility Studies, Proposed Plans, Remedial Design Reports, Remedial Action Work Plans, Remedial Action Reports, Landfill O&M/Inspection and Groundwater Reports, KPDES Discharge Monitoring Reports, etc are reviewed and approved by EPA.

ORGANIZATION: Kentucky Department for Environmental Protection (KDEP)

NATURE OF RELATIONSHIP: The Commonwealth of Kentucky is the state regulatory customer of DOE and Bechtel Jacobs Company. The results of all activities of the Paducah Operable Units, including Remedial Investigation Work Plans, Remedial Investigation Reports, Progress Reports, Feasibility Studies, Proposed Plans, Remedial Design Reports, Remedial Action Work Plans, Remedial Action Reports, Landfill O&M/Inspection and Groundwater Reports, KPDES Discharge Monitoring Reports, etc are reviewed and approved by KDEP.

ORGANIZATION: Site Specific Advisory Board (SSAB)

NATURE OF RELATIONSHIP: The SSAB is an independent board consisting of a cross-section of local citizens interested in EMEF activities at the Paducah Plant. The STR/Task Manager will support DOE in communications with the SSAB regarding projects. Feedback from the SSAB regarding these plans and ongoing activities will be considered and utilized as appropriate in developing future scope of work.

ORGANIZATION: Subcontractors

NATURE OF RELATIONSHIP: The Remedial Action Assessment and Environmental Services Subcontractors to the Bechtel Jacobs Company will provide support for implementing the Operable Unit and Environmental Services subproject activities in accordance with defined statement of work, request for off-site services, work authorizations, etc.

ORGANIZATION: West Kentucky Wildlife Management Area (WKWMA) Manager

NATURE OF RELATIONSHIP: The WKWMA Manager is a major stakeholder for the Paducah Project. The WKWMA is a large tract of land immediately surrounding the Paducah Plant, including some property owned by DOE, which is managed as a wildlife habitat. The WKWMA is heavily used for recreation by members of the public. The STR/Task Lead will provide interface and communications with the WKWMA Manager or his designee about upcoming activities on the Burial Grounds or Groundwater Subprojects.

**Paducah  
Manager of Projects**

G. L. Dover

**Environmental  
Project Manager**

P. A. Gourieux

**Paducah Project Engineer**  
R. E. Scott

**E&CS Environmental Projects  
Task Manager/ESS STR**

C. S. Jones

**Burial Grounds/Groundwater/Surface Water/Soils STRs/Task Leads**

R. A. Pratt  
C. M. Marshall

**Secretary**

D. L. Morehead

**SMO**

J. L. White

**General Council**

P. W. Willison

**ESH**

L. D. Payne  
D. R. Guminski  
S. E. Meiners  
ALARA Coordinator

**Data Management**

L. S. Crabtree

**RAA Subcontractor**

B. E. Phillips (SAIC)

**SRA**

J. W. Morgan

**QA**

D. L. Chumbler

**ESS Subcontractor**

J. Tarantino (CDM)

**PDCC**

L. Forbus

**PA**

G. N. Cook

**LASAGNA**

J. Tarantino (CDM)

**Project Controls**

L. D. Glover  
D. M. Ulrich  
R. Nalley

**Procurement**

B. J. Montgomery

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DOE Contract No. DE-AC05-98OR22700  
Job No. 23900  
February 29, 2000

U. S. Department of Energy  
Paducah Site  
Post Office Box 1410  
Paducah, Kentucky 42002-1410

Attention: Mr. Dale Jackson, Acting  
Paducah Site Manager

Subject: Appointment of Bechtel Jacobs Company LLC Environmental Radiological/ALARA Program  
Manager

Dear Mr. Jackson:

Attached is a letter appointing Carl Efird as the Bechtel Jacobs Company LLC Environmental Radiological/ALARA Program Manager. This letter of appointment defines the roles and responsibilities for both the Manager and the Coordinator. Additionally, a memorandum from M'balia Tagoe, dated February 22, 2000, is attached appointing Larry Payne as the Paducah Environmental Radiological/ALARA Coordinator.

This completes Corrective Action 2D-1 in the Corrective Action Plan in Response to Phase I Independent Investigation of the Paducah Gaseous Diffusion Plant (BJC/OR-453/R1) and Action 5.5.1 in response to the Report of the Independent RadCon Peer Review Panel.

If you have any questions or comments, please feel free to contact me at (865) 241-1303.

Sincerely,

Dennis A. Stevenson, Ph.D., CHP  
Manager  
Environment, Safety, and Health

DAS:mad  
BSH-00-0029

Attachments (2) Appointment Letter—Carl Efird  
Appointment Letter—Larry Payne

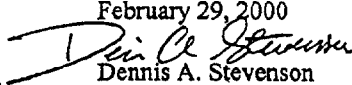
c/att: Paul Clay  
Gordon Dover  
Joe Nemec  
Larry Payne  
Andy Phelps  
Jim Thiesing  
Gary Tappens  
Robert Seeman (DOE-ORO)  
File-DAS  
EMEF-DMC - RC





## Interoffice Memorandum

To Distribution  
Subject Appoint of Bechtel Jacobs Company LLC  
Environmental Radiological/ALARA  
Program Manager  
Copies To

File No. ESH-00-0031  
Date February 29, 2000  
From   
Dennis A. Stevenson  
Of ES&H  
At K-1580, MS- 7171 Ext 241-1303

Distribution: File—EMEF DMC—RC

Effective February 28, 2000, Carl Efird is appointed as the Bechtel Jacobs Company LLC ES&H Environmental Radiological/ALARA Program Manager. The following are key responsibilities for this position:

- Establish the Bechtel Jacobs Company LLC Environmental Radiological/ALARA Program Plan;
- Provide direction for and oversight of Environmental Radiological/ALARA Program implementation;
- Provide company wide integration of environmental radiological/ALARA initiatives through project appointed Environmental Radiological/ALARA coordinators and project deployed ES&H environmental and radiological leads;
- Provide senior technical peer review of environmental radiological/ALARA documents and plans;
- Review and provide recommendation for dose modeling and coordinate between projects;
- Review and evaluate environmental radiological data for consistency, reasonableness, and completeness.

Each Project will identify an Environmental Radiological/ALARA Coordinator to interface with the manager. Coordinators will have the following responsibilities:

- Provide project specific input to the Environmental Radiological/ALARA Program Plan;
- Implement and coordinate project specific Environmental Radiological/ALARA Activities;
- Serve as the focal point for coordination of the project Environmental Radiological/ALARA Program;
- Ensure that environmental radiological documents are included in the senior technical review process when applicable.

Carl Efird is a Certified Health Physicist with twenty-six years experience in health physics, safety and health management, environmental remediation, radiological survey, risk assessment, modeling, licensing, decontamination, decommissioning, radiation protection, radioanalytical techniques, nuclear instrumentation, and computer applications. His qualifications and expertise in both radiological and environmental fields makes him uniquely qualified to integrate the environmental and radiological disciplines and manage the Environmental Radiological/ALARA Program. Carl will report directly to Steve Green, Radiation Protection Manager within the BJC ES&H function.

February 29, 2000

Page 2

Distribution

Mark Allen, K-1007, MS-7053  
John Brock, K-1320, MS-7593  
Steve Buckley, 667 Emory Valley Rd., Suite B, MS-7628  
Paul Clay, K-1225, MS-7294  
Edwena Crowe, K-1225, MS-7294  
Gordon Dover, Kevil  
Dan Douthit, K-1225, MS-7294  
Jean Dunkirk, K-1225, MS-7294  
Greg Eidam, 7078-A, MS-6402  
Rick Ferguson, K-1225, MS-7293  
Charlie Frye, K-1580, MS-7119  
R. D. George, 9983-67, MS-8247  
Ben Glover, K-1330, MS-7020  
Cathy Hickey, K-1007, MS-7019  
Steve Houser, K-1580, MS-7131  
Jim King, Portsmouth, MS-7555  
Glenn Kizer, K-1007, MS-7052  
John Lyons, K-1225, MS-7294  
Jimmy Massey, K-1225, MS-7294  
Joe Nemec, K-1225, MS-7294  
George Parkhurst, K-1007, MS-7009  
Greg Pennington, K-1550-V, MS-7239  
Andy Phelps, K-1225, MS-7294  
John Schlatter, K-1225, MS-7294  
John Shoemaker, K-1225, MS-7294  
Jim Thiesing, K-1225, MS-7294  
Brenda Tilley, K-1652, MS-7350  
Darell von der Linden, K-1225, MS-7294  
Mike West, K-1320, MS-7123  
Danny Whitaker-Sheppard, K-1007, MS-7056

**Douglass, Mary Alice (DOU)**

**From:** Payne, Larry D. (LDP)  
**Sent:** Tuesday, February 29, 2000 9:50 AM  
**To:** Stevenson, Dennis (O9N)  
**Subject:** Environmental ALARA Coordinator

-----Original Message-----

**From:** Tagoe, M'balia A. (OQT)  
**Sent:** Tuesday, February 22, 2000 9:32 AM  
**To:** Chumbler, Donnie L. (DLQ); Payne, Larry D. (LDP); Guminski, Danny R. (D2G)  
**Cc:** Blasdel, Emily J. (EJD); Dover, Gordon L. (7GL); Clay, Paul F. (O6P); Massey, Jimmy C. (JCY); Gourieux, Patricia A. (PGO); Jones, Craig Steven (N6E)  
**Subject:** RE: Action Detail Report (Corrective Action 5A-1, 1334)

FYI...

Larry has accepted the position of Paducah Environmental ALARA Coordinator. He will coordinate with the BJC Environmental ALARA Program Manager (Carl Efird). Larry will be working with Carl and the OU leads to produce the roles and responsibilities for this position.

In accordance with Corrective Action 5A-2, Gordon will hold a kickoff technical integration meeting between the OU leads and the ALARA Coordinator sometime next week (details to come). These meetings will continue to be held bi-monthly after that.

M'balia

**Meeting Minutes – February 28, 2000  
Paducah Environmental ALARA**

Gordon Dover held the kickoff technical integration meeting between the current Operable Unit (OU) leads and the Paducah Environmental ALARA Coordinator on February 28, 2000. Those in attendance were:

Gordon Dover  
M'balia Tagoe  
Larry Payne  
Steve Green  
Danny Guminski  
Chris Marshall  
Craig Jones  
Robert Pratt  
Carl Efird (via telephone)

1. It was announced that Carl Efird has been appointed as the Bechtel Jacobs Company, LLC Environmental Radiological/ALARA Program Manager. Carl will have overall responsibility for this program and will work with Larry Payne, the Paducah Environmental Radiological/ALARA Program Coordinator. Roles and responsibilities for these positions are being developed and will be distributed upon completion. The roles and responsibilities for the OU leads have been finalized.
2. Steve Green stated that occupational ALARA and environmental ALARA should not be independent efforts. He intends to revise the existing occupational ALARA procedures and policies to include the environmental part of this effort.
3. A general discussion was held in regard to how best to integrate existing data (routine and characterization) into the OU projects. The OREIS data base was discussed as well as DOE's intention to give the general public access to the data. The OU leads discussed the areas where ALARA should be and is interjected into project planning. All agreed that ALARA considerations must play a vital role in the determination of remediation strategy for environmental issues. It was also mentioned that ALARA requirements are very evident in the feasibility study part of project planning (one of the nine factors for risk assessment). M'balia Tagoe noted that the communication must be strong between the OU's to assure that all understand the relationships the various OU's have with each other. The integration meetings should help foster this relationship and information exchange.
4. The group discussed the need for developing some Environmental Radiological/ALARA goals. It was determined that before any meaningful goals can be set, the need to determine a current baseline of the Paducah Project must be a priority. Toward this goal, future meetings will include discussions of:
  - surface water / KPDES outfall data
  - groundwater data
  - AIP air monitoring data
  - Environmental TLD data
  - Any trends that may be associated with the above data
5. Steve Green mentioned that he had been working toward some Environmental Radiological/ALARA goals for the Portsmouth Project but agreed that establishing a good baseline was a fundamental step. He also suggested that conducting an ALARA analysis at the PGDP site fence should be considered.
6. Larry Payne mentioned that the current project readiness review process should also approach the Environmental Radiological/ALARA effort in addition to other ES&H issues. The ES&H participant in a project team should be made aware of potential ALARA issues.
7. The Drum Mountain Removal project was discussed. High volume samplers are needed to collect radiological air samples as the project is conducted. It was noted that pre-job/background samples need to be collected before the project begins. Danny Guminski will check to make sure the

equipment has been ordered. Danny Guminski noted that the state is considering sampling small mammals that may inhabit drum mountain and is working with DOE.

8. Steve Green produced a draft DOE Standard, "Applying the ALARA Process for Radiation Protection of the Public and Environmental Compliance with 10 CFR Part 834 and DOE 5400.5 ALARA Program Requirements." Even though the document was generated in early 1997, it is a good collection of information in regard to Environmental ALARA. Larry Payne will get copies of this document for those in attendance.
9. The next meeting will be held in April 2000.